



# THE COMPTROLLER'S CORNER

## Everybody's Job

I am sure you will not be surprised to hear that the Air Force continues to experience tight budgets. DoD's austere budgetary climate presents us with an ongoing challenge: How can we best fund the Air Force's high priority programs? We are striving to sustain our people programs, maintain our forces in a high state of near-term readiness, and buy new weapons for those forces in order to sustain long-term readiness. Our problems are compounded by an aging fleet that demands more spare parts and increased maintenance.

If we are to achieve our goals, we must continuously strive to hold down costs. Cost-reduction efforts range from common sense changes in the way we conduct day-to-day business to more formal techniques such as Business Process Reengineering. Some cost-reduction initiatives will come from senior commanders, such as the initiative described by General Babbitt in this issue's lead article. But holding down costs is everybody's job. Military and civilian personnel at all levels can contribute much to cost reduction as they view our processes with fresh eyes. I urge each of you to look for ways, large or small, to perform your own job more efficiently.

We, in the FM community, are in a key position to assist Air Force efforts to reduce costs by providing good cost, economic, and financial analyses. Analysis of housing privatization is an excellent example of the kind of support we can provide (see article on page 8). Many other examples of assessments and initiatives can also benefit from cost, economic, and financial analysis. Assessments range from analysis of flying hour costs to analyses of non-appropriated funds. Initiatives include Reduction in Total Ownership Cost, Lean Logistics, Acquisition Reform, and Activity-Based Costing/Management.

I know we don't have a lot of people to dedicate to cost and financial analysis at our bases. But I would urge you to assist where needed in this important effort. Holding down costs is key to accomplishing our mission, and we in FM must play a key role in the effort.

**ROBERT F. HALE**

**Assistant Secretary of the Air Force  
(Financial Management and Comptroller)**